

## Dealing with a drought

**This formation of wood pallets at Tenkiller Lake were placed there...**

- a. as an artistic display?**
- b. to begin the first wood pallet retirement yard?**
- c. as a fish shelter?**
- d. to keep the rocks from being lonely?**

**To find the answer, see story on Page 4.**





# Pacesetter

Southwestern Division  
Regional News Service

*Serving the men and women of the U.S. Army Corps of Engineers, Southwestern Division*

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On the cover: Condo living — when the water level rises, fish will discover new pallet condos ready for occupancy. Many shelters were made from wooden pallets donated by local lumber yards and freight depots. The shelters were anchored down and tied together in a variety of configurations.



*It's only mid-year?*

## It seems like we've accomplished a year's worth of work already!

**Brig. Gen. Jeffrey J. Dorko  
Commander, Southwestern Division**

As I write this, we've just completed our mid-year review. I am amazed at all you have so ably accomplished in the past six months ... response to Hurricane Rita, as well as Katrina; continued support for the Corps' reconstruction efforts in Iraq and Afghanistan; preparations for the fiscal 2007 budget; fast-track progress on our Military Transformation program; and, settlement of the Restore Iraqi Oil contract ... to name just a few examples.

We've accomplished all this with many of our staff deployed during this time. At the peak of our hurricane response, some 280 of our regional team members were deployed. At the same time, 26 more members of our team were deployed in support of Global War on Terrorism operations. Currently, 78 of our staff are still deployed ... 24 in support of GWOT; 54 supporting hurricane recovery operations.

I know firsthand about all the good work you are doing and lately I've had the opportunity to let others know as well.

For instance, I met recently with some of our partners and stakeholders at the Red River Valley Association annual conference. I gave

that group a "state of the Corps" summary and also updated them on some division-specific activities. I received great feedback from them in recognition of your efforts.

The same was true when I spoke at an annual meeting of Civil Engineering Department heads from various universities around the nation last month. Those folks were impressed with our diverse programs and were particularly interested in how they could best prepare students for engineering careers.

And, after all the intense budget preparation here at division headquarters and at each of our districts, the District Commanders and I all made trips to Washington, D.C., to meet with Congressional members and their staffs. That face-to-face time allowed us to hear their concerns and gave us an opportunity to more fully explain our capabilities and limitations. These meetings were beneficial for all participants, raising awareness as preparations for the FY2007 budget process began.

We've also been in the news lately as settlement was reached on the RIO contract. This fair and equitable settlement culminates this division's unique, first-of-its-kind mission

in support of Operation Iraqi Freedom. As the Corps' reconstruction mission continues in Iraq, we can all take pride in our dedicated RIO Task Force team, those forward-deployed - an ultimate total of 240 civilians and military members from throughout the Corps ... 142 of those from within SWD - and those here at home who worked so diligently on this successful, important mission.

Another important mission, Hurricane Rita recovery, is also nearing completion. Since that storm hit southeastern Texas in late September, a total of 631 Corps personnel have deployed to the Recovery Field Office in Beaumont. While Galveston District continues dredging and other efforts to repair hurricane damage, its RFO reports that a total of 1,193 trucks of ice and 1,370 trucks of water were dispatched; 289 generator sets were installed; 20,871 temporary blue-roof coverings were completed; nearly 5 million cubic yards of debris and more than 19,600 tree stumps were removed; 22 condemned houses were demolished; and 3,642 leases for temporary housing were executed.

As you know, Tulsa District continues to lead similar efforts to assist the Mississippi Valley Division in southwest Louisiana with its Emergency Field Office-West in Lake Charles. There, 148 generator sets were installed; 18,000 temporary blue-roof coverings were completed; nearly 6 million cubic yards of debris were removed; and, 21 structures demolished.

Last, but certainly not least, we're on schedule for the Temporary Modular Force Facilities at Fort Bliss, Texas; we're continuing to work the Medical Education and Training Center Area Development Plan at Fort Sam Houston, Texas; and addressing the total Base Realignment and Closure impacts in our region.

This is just a snapshot of some of our activities and accomplishments. I don't expect this pace to slow down for the remainder of this fiscal year or the next. What I do expect is that you will continue to excel in all that you do ... Essayons!



**Brig. Gen. Jeffrey J. Dorko, right, at the Beaumont Recovery Field Office with Capt. Michael Raymo, Galveston District Deputy Task Force Commander.**



## Dealing with drought

# Rangers at lake projects affected by worst drought since the 1950s

Tulsa District  
Staff Report

*Editor's Note: As Col. Kurka noted in a message to all employees, "We are experiencing one of the worst droughts since the 1950s, maybe even since the Dust Bowl days."*

*Information for this article is gathered from news releases and inter-office communications. Park rangers at lake projects affected by the drought also contributed.*

Corps officials breathed a tentative sigh of relief when weekend rains in mid-March provided some inflow to reservoirs in southeast Oklahoma. Although several areas along the Red River received more than two inches of rainfall, as of March 19, six district lakes were still in drought status, their conservation pools being below 75 percent. Tenkiller was in Level 2 drought status while Keystone, Birch, Eufaula, Hugo, and Broken Bow were in Level 1.

Drought conditions present problems for Corps natural resources staffs. Low lake levels mean boating hazards, limited ramp access, boat docks sitting on dry ground, the need for marina operators to move their facilities to deeper water, exposed archeological sites that are tempting to looters, and exposed shoreline and mudflats attractive to off-road vehicle



**This Tenkiller Lake boat dock was left high, dry, and damaged as the water level receded during the drought.**

drivers.

The low levels also present the opportunity to clean up shorelines, mark water hazards, create fish shelters, and repair boat ramps.

Aimee Jordan, park ranger, reports, "Eufaula Lake fell below its normal lake level in May 2005, and nearly a year later, we still find ourselves affected by the persisting drought conditions. Concerned citizens are exploring the creation of a Federal Advisory Committee to ensure their voices are heard regarding the management of Eufaula Lake. Realtors wonder how they'll sell lake-front property when the lake is yards from

its normal shoreline. Many rural and municipal water companies have had to extend their intake structures to continue to provide service to their customers and to act now in anticipation of future drought conditions."

Jordan also notes some good news, "Over the past year, much of the exposed lake bed has become vegetated which will provide good cover and nutrient sources for aquatic life. The Eufaula Lake Office and the City of Eufaula have also taken advantage of the low lake level to extend, repair, and clean many of the boat launching ramps."

Greg Bersche, park ranger at Skiatook and Birch Lakes, says the impacts there have been minimal so far, but if the current conditions continue into the recreation season, there will be boater safety issues and impacts to swim beach and buoy maintenance.

David Stewart, lead park ranger, Pine Creek and Broken Bow Lakes, was happy to see the mid-March rains. Both lakes had experienced historical lows. He said some timber stands were severely stressed and that there were trespass issues as creeks dried up and cattle walked under the water gap



**These fish shelters, called "spiders," are made from concrete blocks with flexible pipe concreted in place. The Tenkiller Lake staff placed four different types of fish shelters, including the wood pallets shown on the cover, during low lake levels.**

*See Drought on following page*

# Drought

*Continued from previous page*

fencing barriers in search of water. He pointed out that the statewide burn ban would preclude controlled burns which could lead to fire hazards this summer.

Stewart said the impacts to native wildlife appear to have been beneficial. He noted that good numbers of turkey and deer are being seen. These populations normally endure a great deal of stress to their young during a cold and wet winter season.

Josh Wingfield, park ranger at Hugo Lake, said the main problem there was boating. "It was tough on the boaters due to sandbars, stumps, and other underwater hazards," he reported. "Most of our boat ramps could not be utilized due to the low water levels." He also noted problems with off-road vehicles and archeological looters.

The lake staff at Tenkiller Lake faced the same situations as their peers at the other lakes. Larry Casey, lake manager, reported, "Low pool elevations caused us to close some boat ramps and to issue caution warnings for use of others. During the time the lake was at low levels, we were able to make some much needed repairs to many boat ramps around the lake. This was a very unique opportunity, and we were able to repair and rehabilitate these ramps at greatly reduced costs and with much less effort than would have been required if the lake level had not been low."

He said the ever-changing pool levels created safety concerns for boaters. "We made efforts to educate boaters to the problem as well as marking some of the more significant problem areas. We took advantage of the low elevation and took GPS coordinates of these hazards which are usually underwater so that we would have them for future reference."

Tenkiller personnel, along with the Oklahoma Department of Wildlife Conservation, also built about 150 fish shelters. Dean Roberts, park ranger, said, "We were able to build the shelters in the dry area which was very handy. We usually have to install them off our work barge."

By the end of March, rainfall had resulted in good news for some Tulsa District lakes, particularly in the Red River basin. Hugo Lake in southeastern Oklahoma had received enough runoff to return its conservation pool to just a bit above normal. Broken Bow Lake had risen to 86 percent of its conservation pool, just five feet below normal conservation pool elevation.

Officials say it will take several more inches of rain for northeastern

and central Oklahoma reservoirs to return to normal. According to Tulsa District hydrologists, the ground is now hydrated which will allow some of the new rainfall to flow into lakes and reservoirs rather than soak into the ground.

Corps officials say that in spite of the current drought being more severe than those of the 1930s and 1950s, no one went without water as they did before the reservoirs were built.

## Division and district garner high survey scores

The final results of the Fiscal Year 2005 Military Customer Care Survey are in, and the Southwestern Division earned its reputation as the Pacesetter Division, ranking number one in the aggregate Corps-wide survey. Tulsa District was once again extremely highly ranked, earning the number two (out of 22 military districts) spot, being edged out only slightly by Savannah District.

Tulsa District ranked first in 11 areas:

- Seeks your requirements
- Treats you as a team member
- Resolves your concerns
- Provides timely services
- flexible in responding to your needs
- your overall satisfaction
- environmental studies and surveys
- timely completion of construction
- maintainability of construction
- installation support checkbook services, and
- value of S&A services

Col. Miroslav Kurka, district commander, said, "Congratulations to each and every member of the project delivery teams that deliver goods and services to the various military installations. These ratings further demonstrate to me the outstanding customer care attitude of Tulsa District. You have done an outstanding job in FY05 and are continuing to provide the same, or better, level of service in FY06."



# Corps in last stages of southeast Texas Hurricane Rita recovery

Story and photos by Michele Thomas  
Pacesetter Staff

With less than two months before the official start of the 2006 hurricane season, the U.S. Army Corps of Engineers is well on its way to claiming full recovery of Hurricane Rita in southeast Texas.

The Corps announced April 12 that debris removal along residential curbsides was completed, and Orange County officials declared the area safe.

“With the completion of Orange County, we are finished with debris removal throughout the hurricane disaster area,” said Col. Steve Haustein, commander of the Recovery Field Office.

“The team effort of Corps personnel, contractors, elected officials and, most importantly, the citizens of southeast Texas, was critical to this success,” he said. “We have kept our commitment to stay until the mission is complete.”

The elimination of debris included the removal of trees and other materials from public property. Trees and wood debris left alongside the



The Federal Emergency Management Agency tasked the U. S. Army Corps of Engineers to demolish 33 condemned houses 13 in Sabine Pass, nine in the City of Port Arthur, and the remainder in Orange County.

roadways are currently being gathered and hauled off by Corps contractors. Much of the debris is being shredded.

Approximately, 4,934,000 million cubic yards of debris and 19,656 stumps have been picked up and delivered to reduction sites around southeast Texas. Orange County had

almost half volume with 2,164,030 million cubic yards of debris and 8,150 stumps.

The Corps also completed Operation Blue Roof last December, after providing temporary repairs to roofs in 22 counties. Workers installed 20,871 blue roofs at a total cost of \$44 million – roughly \$2,100 per house – at no cost to citizens.

The Corps also helped displaced residents, received 3,881 temporary housing applications and leased 3,642 units before turning the mission over to FEMA March 6. Corps employees served as liaisons with the families and conducted final inspections with applicants.

“I know I speak for all 900-plus Corps of Engineers employees who volunteered to be part of this mission when I say it has been an honor to assist in the recovery of southeast Texas following this tragic disaster,” said Haustein.

Under the National Response Plan, the Corps provides support to the Department of Homeland Security’s Federal Emergency Management Agency by executing such missions as providing ice, water, power, debris removal, temporary housing, temporary roofing and logistical support.



The Galveston District announced April 12 that the debris removal along residential curbsides was complete, and Orange County officials declared the area safe. Approximately 4.93 million cubic yards of debris and 19,656 stumps have been picked up and delivered to reduction sites. There were a total of 34 debris collection and reduction sites located in southeast Texas.



# Being adaptive, flexible, and creative will make Tulsa District stronger

**Col. Miroslav Kurka  
Commander, Tulsa District**

It's been a very strange winter – unseasonably warm and dry. Then just as we're getting used to warm, beautiful weather, spring arrives and we're hit with days of rain and would'ya believe it – thick, wet snow. Well, we desperately needed the moisture, and even though the bad weather corresponded with Spring Break in Tulsa, it was a good thing.

Similar to our strange winter weather, our District faces challenges in this year and next which are complicated and not easily defined. It is part of living in the VUCA – Volatile, Uncertain, Complex, and Ambiguous environment I've talked about in the past. These challenges will force some changes and will require us to be adaptive, flexible, and creative, but ultimately will result in a stronger district that delivers even better service to our military bases and

the great American public. To guide us through these changes, we have our five-year strategic plan that we completed last May and our just published Tulsa District Campaign Plan.

The district leadership is working closely with Southwestern Division and our sister districts, especially Little Rock, to adjust to the numerous challenges facing the Corps of Engineers, including: MILCON transformation and increased pressure to deliver military construction and services faster and at lower cost, limited General Investigation budgets and the concentration of studies and investigations on a small number of projects on the Gulf Coast, increased demand to tie clearly defined metrics to the Corps' Operations and Maintenance program, and increased demand for development at Corps projects. I am

convinced more than ever, that a focus on EXECUTION – that is on getting things done – as opposed to a focus on processes, is key to our future success.

I've discussed our efforts to be faster and less costly in military construction in my last column, so I'll discuss the other three areas: limited GI budgets, O&M changes, and development at Corps projects. Our partnership with Little Rock District is a great start at addressing all of these challenges.

With regard to the GI program, we initiated a formal planning partnership with Little Rock last year. Sue Haslett spent three months in Little Rock as their chief of Planning and Environmental Division to solidify our partnership. It is very apparent that the Little Rock and Tulsa P&E organizations are a very good fit from a capability perspective. We (SWL and SWT) submitted an excellent proposal for the FY 06 funded program for cooperative watershed planning and have a well blended team of SWL and SWT personnel. We have ongoing independent technical review efforts between our districts. We are also evaluating opportunities to work together in outreach and other efforts, including opportunities to work in support of the Gulf Coast efforts. We are now working to expand the Tulsa - Little Rock partnership to the other districts in Southwestern Division. The end result of these efforts will be a regional planning team that works nationally.

We are also working closely with Little Rock and Fort Worth Districts on better management of our operations and maintenance program. Key to our efforts is the initiative to implement the USACE "White Paper" on the role of the Operations Project Managers (OPMs). Fort Worth and Little Rock Districts have already implemented this

*See Kurka on following page*



**Assistant Secretary of the Army for Civil Works John Paul Woodley visited Tulsa District in late March. His itinerary included visits to Tar Creek, the Arkansas River Corridor Development, the Skiatook Lake Demonstration Project, and Deepening of the McClellan Kerr Arkansas River Navigation System. In this photo, Woodley visits CrossTimbers Marina, Skiatook Lake, accompanied by John Roberts, deputy district engineer for project management standing behind him, and John Marnell, operations project manager for the northern area.**



# Kris Graves named Customer Care Employee of the Quarter

Kris Graves, Information Management Office, has been named Tulsa District's Customer Care Employee for the first quarter FY 06.

According to her nomination, "Kris embodies the spirit of teamwork and esprit-de-corps that makes working with her a wonderful experience. She continuously and selflessly gives up personal time to ensure the Corps' mission is accomplished."

That attitude is evident in what she said following the honor. "It is a pleasure for me to work with every member of our IM team. Everyone on our team is helpful, willing, and ready to serve you, our customer, which is what we strive for. I also enjoy having a job that allows me to actually 'know' and put a face to most of the people in

the Tulsa District. Regardless of what happens to IM in the near future, thank you for giving me a fulfilling job these past several years."

Graves is a member of the current Leadership Development Program class and the Power Team. She recently deployed to Lake Charles, La., where she was the technical representative for all IM activities at the EFO-West. Each year, she participates in Day of Caring and can always be counted on for her ready smile, friendly demeanor, and professional decorum.

Her work is mostly behind the scenes. "In almost every case, the customer doesn't have a clue as to the personal sacrifice and devotion to the mission that Kris has in supporting and assisting them with their technology



**Kris Graves, Customer Care Employee of the Quarter for the first quarter of Fiscal Year 2006.**

requirements and computing needs," says the nomination.

## Kurka

*Continued from previous page*

"White Paper." In Tulsa District, OPMs are our Area Managers. To implement the "White Paper" in Tulsa, we will redefine our O&M business processes to fully define the roles and responsibilities of the Operations Project Managers. These roles will be very similar to the roles of project managers (PMs) on our study, design and construction projects. OPMs will have a lead role in the development of five-year management plans and annual budget development. OPMs will lead multi-disciplinary project delivery teams that will ensure all project needs are addressed in management plans and budgets. We are kicking off the five-year planning effort this month and will consolidate these plans into an overall Tulsa District five-year O&M plan in April. Eventually, we will integrate the District plan with Little Rock and Fort Worth Districts into an Arkansas River basin and a Red River Basin management plan. In fact, a combined five-year management plan is currently being developed by Little Rock and Tulsa Districts for the McClellan Kerr Arkansas River Navigation System.

In the face of limited budgets and

significant pressure for development around our numerous projects, Tulsa District has attempted several innovative approaches including consolidation of leases and public-private partnerships. We will continue to find ways to consolidate our 4,008 leases and outgrants into a more manageable number, and to streamline our real estate processes. We will also continue to pursue public-private partnerships such as the Skiatook Lake Demonstration Project. In an effort to learn from our actions at Skiatook and to significantly improve district processes in working public-private ventures in the future, I asked Little Rock District to conduct a peer review. The Little Rock District team provided numerous recommendations. The most significant recommendations were to provide clear COMMAND guidance on how to streamline processes at the beginning of the project, and then to allow the project delivery team to focus on EXECUTION vice processes. I fully agree and look forward to future opportunities for public-private partnerships that will provide the general American public with new recreation opportunities/facilities without burdening the federal tax

dollar.

I ask all of you to be patient in this VUCA environment especially in response to public concerns and questions. Listen attentively to the public. Offer solutions where possible, and provide explanations. At all times have empathy, patience, and be courteous. In addition to excellent EXECUTION, positive COMMUNICATIONS and good PUBLIC RELATIONS are the best guarantees of future public and congressional support. This support is critical to our future.

Finally, thank you all for your hard work, patience, trust, and willingness to volunteer to do the hard jobs including hurricane and Global War on Terrorism duty. Our RELEVANCE, READINESS, RESPONSIVENESS and RELIABILITY are dependant upon you - our expert, hard-working, and dedicated workforce. Be OPTIMISTIC! Despite a VUCA environment, we have good plans and a great future. Please continue to focus on your mission and on those you serve, and to take care of yourselves and each other.

ESSAYONS!



# Spillway stabilization starts

**Debbie Chaloupek**  
Park Ranger, Canton Lake Office

The Canton Lake spillway stabilization project has begun. That's great news for a project designed to increase the safety of flood control operations at the lake.

Environmental stewardship of the lake's natural resources is important to the U.S. Army Corps of Engineers and Oklahoma Department of Wildlife Conservation. So, as the project began, one of the preliminary tasks was to remove trapped game fish from the stilling basin area below the dam. Returning fish to the lake helps to maintain the economic and recreational vitality of the lake.

Nicholson Construction Company and the Oklahoma Department of Wildlife Conservation conducted the removal process. Employees in the Fisheries Division of the wildlife department are the technical experts and did the shocking and netting of the game fish.

Using nets and special shocker boats, conservation employees removed the game fish from the basin. In all, they captured and returned approximately 805 game fish back into the lake.



**Using nets and special shocker boats, conservation employees removed the game fish from the basin. In all, they captured and returned approximately 805 game fish back into Canton Lake.**

Information on each fish was recorded as they were removed. Information included species, size, weight, and number caught.

Using special references and formulas, a dollar value per pound per species was calculated. The total calculated value of fish saved from the basin was \$11,143.

With the fish removed, the stabilization project will continue for several months.

The project is a multi-phase dam safety project with the first phase consisting of a Spillway Stabilization project in which 64 anchors will be installed into the spillway to correct stability deficiencies. The second phase consists of determining design solutions to the remaining safety issues (hydrologic deficiency, seismic and seepage issues).

## FISHING ACCESS CHANGES.

Because of ongoing construction, fishermen will not be allowed to fish in the basin from the bridge deck above, or be allowed at the basin itself. Safety is the most important aspect of this construction project. The Corps of Engineers lake project personnel appreciate the public's cooperation.

For more information regarding Canton Lake, please contact the project office at (580) 886-2989.

## Here's the fish story, and it's true

Most people are interested in knowing which was the largest fish found and recovered. The top recorded weights for fish species were:

Walleye	7 pounds; 6.9 pounds; and several 6 pounds
Hybrid Bass	15 pounds; 14 pounds; and 12 pounds
Large Mouth Bass	4 pounds
Channel Catfish	10 pounds; and several at 8 pounds
Striped Bass	4 pounds; and 2 at 3 pounds
White Bass	2.5 pounds; and 13 at 2 pounds
White Crappie	0.9 pounds
Black Crappie	0.3 pounds
Blue Gill	0.5 pounds
Flathead Catfish	5 pounds



## Wildfire damages Corps Fort Supply project office

A large wild fire fueled by 60 mph winds burned through the Fort Supply Project near Woodward, Okla., damaging some of Supply Park and facilities. The fire also burned around the lake office and compound and through the overflow spillway. The front door of the lake office and the compound gate were damaged by firefighters and park roads were damaged by heavy equipment.

Air tankers were sent to help, Highway 270 was closed during the blaze, and the Corps released water to fill the stream channel below the dam in hopes of slowing the fire.

# FOX anchor shares personal challenges, triumphs during Federal Women's Program

Melanie Ellis

Fort Worth District Public Affairs Office

Fort Worth District and General Services Administration employees attended a Women's History Month program March 23.

The program, "Women Builders of Communities and Dreams," featured local FOX 4 News Anchor Clarice Tinsley as the guest speaker.

Julie Jensen, director, Human Resources Division, GSA, set the tone for the program

during her introductory remarks and encouraged everyone to answer their personal calls to greatness and capitalize on opportunities.

"Pay attention to what makes you feel energized,"

said Jensen. "Don't ignore your passion."

Following Jensen's introduction, Tinsley addressed the gathering and

shared her hardships and triumphs with the audience. As a child, Tinsley noticed a very strong line of demarcation between boys and girls but credits her parents for helping her build the confidence to cross that line and reach for her

dreams.

"30 or 40 years ago I never would have had this job because of my gender," she said. "It was my parents telling me from a very young age that with hard work I could do whatever I wanted



**National Women's History Project**



(l-r): Paula Bennett, Janice Alexander, Roxanne Welch, Clarice Tinsley, Odessa Fielder, Ira Matthews, Debbie Rojas, all members of the Federal Women's Program Committee. Photo by Dee Dedman.

and they believed in my abilities."

In keeping with the theme of the ceremony Tinsley said that people, women and men, build communities by being people of action. "It's the little things, the simple things that are the biggest," she said.

"Don't be intimidated by seeing women who make enormous contributions like Harriett Tubman and Rosa Parks," she said. "Those women are women of action. Rosa Parks took action by not taking action. Harriett

Tubman put herself in physical danger to help others. They stood up for something they believed."

Tinsley then asked the members of the audience "are you willing to stand up in a moment of truth?"

"It really is the little things that count," she said.

The program ended with a question and answer session in which Tinsley encouraged and reminded the audience. "Every single day counts. If you can't give 100 percent, give 100 percent of what you've got."

## Federal Women's Program honors outstanding women

"Builders of Communities and Dreams" was the theme for Tulsa District's 2006 Federal Women's Program held Tuesday, March 28. Appropriately, the guest speaker was George Margalsky, Habitat for Humanity, who spoke on that agency's Women Build program.

Following remarks by Lt. Col. Brett Perry, three annual awards were presented. Latreta Stout, support services specialist in the Waurika Lake Office, was named Administrative/Clerical Employee of the Year; Carol Roberts, program analyst in Real Estate Division, was chosen Mentor of the Year; and Cynthia Kitchens, project manager, Civil Works Branch, PPMD, was honored as Woman of the Year.



**Latreta Stout (left), Administrative/Clerical Employee of the Year, exhibits a professional attitude and takes great pride in both her job and her work. The accuracy and efficiency with which she accomplishes her duties reflect her superior knowledge of the rules and regulations governing those duties.**

**Carol Roberts (right), Mentor of the Year, has a positive attitude and exemplifies patience, respect and commitment to others. She has demonstrated leadership and a belief in encouraging and uplifting women in the workplace.**



# Corps builds training complex for Air Force flyers

Story and Photos by Edward Rivera  
Pacesetter Staff

Last June, the 433rd Airlift Wing, Air Force Reserve Command, broke ground on highly-anticipated facilities allowing the C-5 Galaxy, cargo aircraft Formal Training Unit, to move from Altus Air Force Base, Okla. to Lackland AFB, Texas, to make room for the C-17, Globemaster III, cargo aircraft FTU move to Altus.

Currently, the Fort Worth District, U.S. Army Corps of Engineers is administering the \$17 million project. The 37th Training Wing and the 433rd AW are providing base and user oversight for the project, which is one of the largest ongoing contracts the Corps has with AFRC.

The project, which consists of a three-story, 69,000 square-foot Ground Training School and a 25,000 square-foot Flight Training School must be finished by its completion date in September. From the start of the project, all involved have been on a tight schedule.

“The first obstacle, if you can call it that, is the very ambitious construction schedule,” said Col. John C. Fobian, commander, 433rd AW. “This project has a 15-month construction period. Normally, a project of



**Jason S. Price, project engineer with the Lackland Resident Office, Fort Worth District, gives Brig. Gen. Jeffrey J. Dorko, commander, Southwestern Division, a project update on the C-5 Schoolhouse Complex, as Denny Dodge, San Antonio Area Engineer observes the construction process.**

this scope and complexity would require between 18 and 21 months for construction.”

Fobian added the Air Force goal of bringing the C-17 FTU on-line as soon as possible at Altus required relocation of the C-5 FTU at a faster timeline. “There is virtually no ‘float’ or time that can be lost which will not impact the project’s completion,” he said.

The new C-5 FTU will train pilots, flight

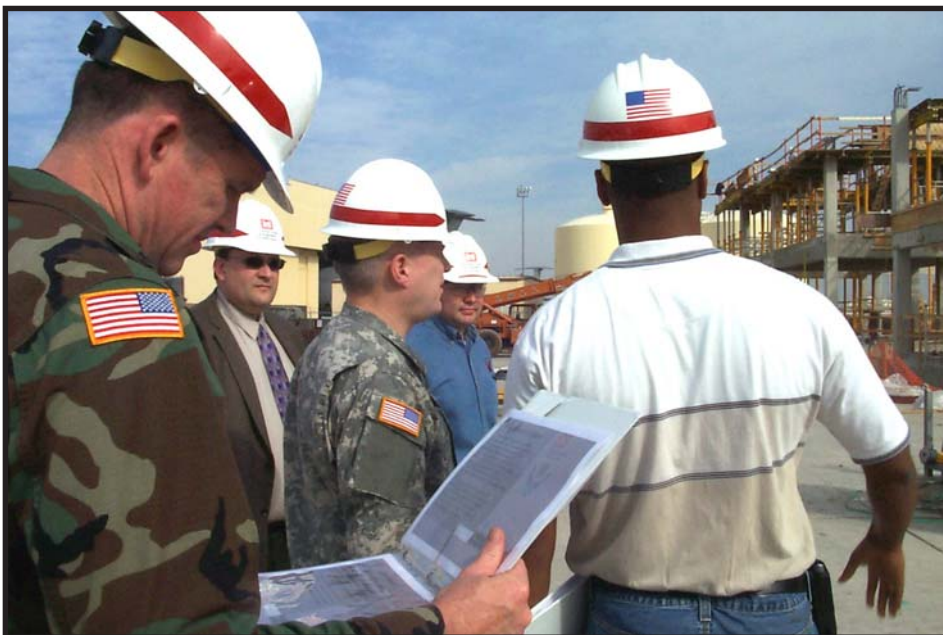
engineers and loadmasters in C-5 aircraft operations. Academics and flight simulator training are just some of the items that will be taught in the new buildings.

So far, the project is close to its projected timeline, but with large, complex structures and the high-tech equipment involved, there can be numerous causes for delays which require taking time to find solutions to overcome them.

According to Jason S. Price the project engineer with C-5 Training Schoolhouse Complex Project Delivery Team at the Lackland Resident Office, teamwork and communication between all the parties has helped solve many issues that have arisen. Contributing to the successful communication are Lackland Resident Office members, Larry Reser, Quality Assurance Representative, who closely works with the construction aspects of the project and Resident Engineer John Curtis, who has managed the administrative aspects of the project.

“Excellent communication helped overcome an early design problem encountered by the field office and the contractor,” said Price. “They discovered the power support needed to service the simulators was insufficient.”

In order to resolve the power issue, the project delivery team and Fort Worth District Project Managers Kendall Waldie and Bobbi Farrell provided immediate support by engaging the electrical engineer of record.



**Col. John R. Minahan (left), commander, Fort Worth District goes over the C-5 Schoolhouse Complex project update, while Jason S. Price (right), the project engineer at the Lackland Resident Office briefs Brig. Gen. Jeffrey J. Dorko, commander, Southwestern Division along with Project Managers Kendall Waldie, Fort Worth District (second from left) and George Cardenas, Lackland Resident Office (second from right).**

*Continued from previous page*

“The engineer attended a field meeting at the Resident Office to address the power support issues,” said Price. “The contract drawings were reviewed and a design fix was provided.”

The building that will house the simulators will closely resemble the facility at Altus except that it will be a bit smaller. According to David Bruton, C-5 Aircrew Training Device Equipment Specialist, Detachment 2, Scott, AFB, Ill., the new facility will house three simulators worth about \$80 million. “At this time we have a

\$14 million simulator from McCord Air Force Base, Wash. in storage waiting to be installed when the Lackland facility is ready,” said Bruton.

For pilots and aircrew members, training in a flight simulator allows them the opportunity to learn from their mistakes, so when on an actual mission they are prepared for anything. Being prepared for anything is also on the mind of the project team members where delays may come from an unpredictable source, the weather.

“While there are many obstacles which could impact the project’s completion date, at this point weather has the most potential to

delay the work,” said Fobian. “We’ve been very fortunate as far as weather is concerned. Up to the present time, there has been no time lost to weather delays.”

According to Fobian, the building’s shell — walls, windows, exterior doors and roof — should be completed in May which would take weather delays out of the equation. “But until then, there’s always a chance weather can hamper progress,” said Fobian.

Due to the expedited nature of the project, an enormous amount of preplanning and scheduling had to take place in order to aggressively tackle the challenging timeline. Once the building is weather tight, the interior construction will be fast-tracked, following a preplanned conceptual schedule.

According to Price, they scheduled as much required contract trade work, such as mechanical, electrical, plumbing, and structural support that can be accomplished simultaneously without causing any interference with each other. Fobian added jobs can also be staggered to start construction. As soon as a prerequisite trade has completed a particular task or floor, then the next trade follows immediately behind them.

“I’m confident the facilities will be ready as soon as possible and that the 433 AW will meet the ambitious C-5 FTU transition schedule to relocate all active duty, Guard and Reserve C-5 aircrew training to Lackland,” said Fobian.

Building quality working relationships and maintaining communication has so far been the key to keeping close to the tight schedule. According to Fobian, the relationship between the Corps of Engineers, the 433 AW, and 37 TRW has been a model of cooperation.

“The Corps was proactive in scheduling the project’s pre-construction meeting as well as a ‘partnering’ meeting between the Corps, both wings, and the contractor to set the tone of cooperation to achieve our common goal,” said Fobian. “Since construction started, each of the entities involved with the C-5 FTU has been responsive when it comes to working issues, and on a project of this scope, there have been a number of issues. Many other Air Force functions, too many to list, have also been instrumental in the design and construction of the FTU. However, at all times, the focus of all parties has been the completion of the projects and bringing the FTU on-line and on schedule.”

## Worth Remembering

### **The 1949 Flood of Fort Worth**

Fort Worth District was born of disaster — a flood of epic proportions that struck the city of Fort Worth on May 17, 1949.

On that day, a series of torrential thunderstorms dumped heavy rain across North Texas. Trouble started when runoff overran the Trinity River in the Clear Fork watershed. In the worst flood since 1908, the Clear Fork poured water into the community. The deluge inundated the southwest part of the city as well as downtown.

The *Fort Worth Star-Telegram* reported that “water lapped at the roof of rambling ranch style homes, cars drowned in water and electric refrigerators floated on their sides.” White Settlement Road was under four to 10 feet of water. The most memorable event was the flooding of the Montgomery Ward department store on Seventh Street. As water poured into second story windows, employees fled to the higher floors. Some waited throughout the night until rescue boats arrived.

Loss of property swamped the 1922 record of \$3 million at a cost of \$13 million. Eleven people lost their lives. With the sewage and water treatment plants flooded, pumping stations could not handle the load. Fear of typhoid fever and lack of drinking water drove the water company to order a 15-million gallon pump from General Electric in Indiana. The driver covered

the 1,000 miles in 33 hours and was escorted by the highway patrol at high speed through Oklahoma and Texas.

At the time, the area was part of Galveston District. District Commander Lt. Col. B. L. Robinson rushed to the scene to assess the Clear Fork levees, many of which failed because of the immense pressure of the water. Repair work on the levees began immediately with a proviso on the contracts that stated work must begin within 24 hours of award.

In a record-setting way, the 1949 flood illustrated the recurring cycle in Texas of drought followed by heavy, flood-producing rains, events brought about by the area’s unique geography. This focused more attention on flood control projects that could also serve as reservoirs of precious water during drought.

In fact, the worst flood in the history of the city accelerated the building of Benbook Dam, which had already been started by the Fort Worth Corps sub-office. That dam and other channel improvements prevented floods just eight years later when another major rain event ensued in 1957.

With Galveston District working hard on coastal improvements, pressure quickly developed for a new district to meet the challenges.

On April 14, 1950, Fort Worth District was created, born of disaster.



## Survey Says?

# Fort Worth focuses on communication, teamwork, timeliness

**Story and Photo by Melanie Ellis**  
Fort Worth District Public Affairs Office

As the team from Operations stared down the team from Engineering and Construction Division, everyone in the room knew the game was on. After the last survey question was completed, the winner of the Fort Worth District's version of Family Feud was the Operations Division.

The mock game show was the introduction to the Commander's Field Conference Feb. 22 in Austin, Texas.

Following the skit, managers from the two divisions were welcomed to the conference and briefed on the topics that would be covered during the two and one-half day conference.

Topics discussed in the joint session were updates on Information Management, National Security Personnel System, Real Estate, and more. Division-specific sessions covered topics like acquisition training, contractor design reviews, Fort Hood modularity, volunteerism and much more.

"It really impresses upon everyone how many different activities that the district is involved in and it makes you appreciate what everyone is involved with," said



**Members of the Engineering and Construction team listen as Don Harris, Fort Worth District Operations Division, reads their question in the Corps version of Family Feud.**

Greg Pope, project manager, Little River Project Office, and project delivery team member.

Pope, along with nine others from the field and district offices, formed a Project Delivery Team and planned, organized, and executed the conference. "We also had a great deal of help from Eric Bailey and Ric Rodriguez from Information Management," he said. "They did a great deal behind the scenes and made sure we had all of the right equipment and that it functioned properly."

The PDT was also in charge of planning the agenda and covering topics

from the various offices and decided that a combination of joint and break-out sessions would work best.

"By having joint and break-out sessions we were able to address the entire group on general topics then get into specifics in the individual groups," Pope said.

"I think it went well," said Robert Steiger, recreation specialist, Little River Project Office. "There were some excellent topics discussed and issues addressed."

Pope also talked about the benefits of having the conference. "The conference allowed for great interaction between Engineering and Construction and Operations folks," he said.

Col. John R. Minahan, commander, Fort Worth District, addressed the importance of communication, teamwork, and timeliness. "There really hasn't been a real emphasis on time, but that is going to have to change," he said. "We need to look at things as a group to see what we can work on."

The conference concluded with a panel discussion of the district's recent hurricane response. "It was such a huge task and we wanted it on the agenda to let everyone know how much work was done and how much work still has to be done," said Pope.

Pope talked about the accomplishments of the conference. "The conference went really well," he said. "It made us aware of the amount and variety of work that the Corps is involved with and stressed the importance of communication."



**Leon Carroll, area engineer, Central Texas Area Office, pays tribute to John Riddle, former area engineer, Central Texas Area Office, at the Commander's Field Conference in Austin, Texas. Riddle passed away in August 2005. Photo by Melanie Ellis.**

# Fort Worth District hosts annual Operation Reward Safety banquet

**Story and Photo by Melanie Ellis**  
Fort Worth District Public Affairs Office

The third annual Operation Reward Safety Banquet was held in Austin, Texas, in conjunction with the Commander's Field Conference Feb. 23.

District employees and contractors gathered to recognize those who have maintained a safe work environment.

"The banquet is designed to recognize contractors and subcontractors who show great concern for continuously having a safe work place," said Louis Craver, civil engineering technician, Central Texas Area Office, and member of the Safety Review Board that selects the award-winning contractors. "Also receiving recognition are companies who have no lost time accidents during the previous year."

While the quarterly awards recognize companies for their safety measures, the Lone Star Award recognizes individuals for their efforts on the safety front. "The Lone Star Award is given on the spot," said Craver. "It is awarded to individuals who work to prevent accidents on the job."

Seven Lone Star Awards were presented

this year to Don McCoy, Gregg Quesinberry, and Marc Gilley of MW Builders of Texas, Inc., Robert Hafey, Michael Truelove and Kristine Sutton with RKJ Construction, Inc., and David Ledezma of the district's Southwestern Area Office.

Through the course of the evening there was a lot of talk about individual efforts that can be made in order to prevent accidents. Martin Lesperance, guest speaker, talked about accidents he witnessed as a firefighter and paramedic. He highlighted calls he answered for people who pay everyday because they did not take the proper precautions or think through their actions.

He encouraged the audience to know what's important to them and not to jeopardize or compromise anything that would impact those priorities. "My two little girls are the most important things in the world to me," he said. "I would not knowingly put myself at risk and deprive them of having their father around."

Following Lesperance's presentation Col. John R. Minahan, commander, Fort Worth District, joined Craver and Madeline



**David Ledezma (far right) from the district's Southwestern Area Office stands with representatives from Barnhart-Taylor, Inc., at the Operation Reward Safety Banquet Feb. 23. Barnhart-Taylor, Inc., was recognized as the second quarter small contract winner and the annual small contract winner.**

Morgan, chief, Safety and Occupational Health Office, on stage to present the awards.

Minahan thanked Morgan for her initiation of the banquet and her continued support. "Some don't know that this was Madeline's idea to recognize our contractors for their hard work," he said.

Craver reflected on the success of the banquet. "I thought the banquet went really well," he said. "This is attributed to the hard work and dedication of all involved."

## No longer "your father's" chain saw

**Story by Melanie Ellis**  
Fort Worth District Public Affairs Office

"Safety First" is a phrase familiar to many throughout the Fort Worth District. Members of the Elm Fork Project Office took it to another level and received hands-on chain saw safety training March 20.

"The training met a specific and basic objective," said Don Wiese, natural resources manager, Operations Division. Wiese, a graduate of Stephen F. Austin State University, was active in forestry projects during college and continued his involvement after graduation. It was there that he learned the importance of practicing safety while operating chain saws.

Elm Fork employees benefited from his years of experience during the training course. "The training wasn't held to train expert chain saw operators but rather to teach the employees to recognize safe and productive work," he said.

The one-day course covered the basics of chain saw operation, beginning with videos from the Safety and Occupational Health Office covering tree maintenance, care, and safe use.

Keith Bond, safety specialist, Safety and Occupational Health Office, said "the most



**Don Wiese, natural resources manager, Operations Division, goes over the proper use of a chain saw with Emily Tennill, park ranger, Elm Fork Project Office. Photo by Keith Bond.**

important thing that participants learned is how to safely operate a chain saw." He continued by saying "there's a lot more to cutting down a tree than simply taking a chain saw to it."

Knowing proper chain saw operation is very important, but equally important is the safety gear worn by the operator. "We require employees operating chain saws to wear hard hats with a face shield, ear muffs, gloves, chain saw chaps, and steel-toed boots," said Wiese.

"We also like them to wear safety glasses because while the face shield deflects most flying debris there are some things that are small enough to get under the shield and that's where the glasses really benefit the operator," he said.

Wiese stressed the importance of training the park rangers to recognize safe and productive work. "Every lake is involved in tree care related issues on some level,

*See Chain saw on following page*



# Attentive civilian saves ranger's life

Story and Photo by Melanie Ellis  
Fort Worth District Public Affairs Office

Bill Key, park ranger, Waco Lake, was attacked. As he reached for his radio, from the safety of his truck to call for help, he slumped over and passed out. His attacker was a Megachile, commonly known as a leafcutter bee.

Key was inspecting an all-weather road in the pool rise mitigation area at Waco Lake that had recently been cleared by a bulldozer. Then it happened, Key was stung just above his right temple. The effects would soon become much more serious. "It was more like I got hit with something rather than stung by a bee," said Key.

After completing his inspection Key returned to his truck but noticed two bees trying to sting him on his leg through his jeans. "I swatted and killed them," he said. "They weren't going to stop until they stung me."

After entering his truck he felt dizzy and realized something was wrong. "I have been stung by wasps, yellow jackets, and bees but I have never had that reaction before," he said.

He had another problem to deal with as well. Before he could radio for help he had to get out of the low-lying area where reception was difficult. "I tried to get to a haul road where I could get a signal," he said.

"So I drove as far as I could. I had just stopped the truck, put it into parking gear and was reaching for my radio when I passed out," he said.

For the next hour and 20 minutes, Key remained unconscious on the front seat of his truck. He later found out that several workers had passed him not noticing anything was wrong and continued with their work.

Bobby Skaggs, plant manager for Mine Services in Waco, Texas, did see Key slumped over in the truck and immediately stopped to help him just as Key was regaining consciousness.

"Mr. Skaggs knows my truck and knows that I pass through here from time to time and knew something was wrong and he stopped," said Key. Skaggs loaded Key into his truck and drove him to the Scott and White Clinic, which was the nearest medical facility.

After taking Key to the medical clinic, Skaggs called Kathy Gately, lake manager, Waco Lake, to inform her of the incident. "I was grateful for our team member and his family that someone took the time to stop and render aid," stated Gately.

Key commented "I am not sure that at the time he realized that he was in a life-threatening situation but he handled it really well." From the medical clinic Key was transported to Providence Hospital where he spent three days recovering.



**Bill Key, park ranger, Waco Lake, thanks Bobby Skaggs for saving his life and presents him a plaque. Photo by Kathy Gately.**

In a letter Gately wrote to express her gratitude to Skaggs she stated, "It takes an extraordinary gentleman to secure someone's safety. There are not enough words to tell you how grateful we all are for your assistance."

In February, Gately and Key surprised Skaggs with a plaque thanking him for his life-saving actions. "He was surprised and extremely humble," said Gately. "He kept saying it was no big deal and that it was okay because Bill would have done it for him."

"He kept saying he did what he needed to do but really it was his willingness to make it his business and take action when he saw that I needed help," said Key.

## Chain saw

*Continued from previous page*

whether it's working with contractors, volunteers, or hands-on work," he said.

"The U.S. Army Corps of Engineers Safety Manual, EM-385-1-1, that we use is fairly good. It pulls information from the American National Standards Institute for tree care operations," he said.

While extensive chain saw work can be contracted out there are times when the lake staff has to take care of a fallen tree. Wiese gave an example of a situation that would involve the lake staff. "If there is a wind storm and a couple of trees are blown down and they become obstacles for the staff and lake visitors, it's good to have the capabilities to take care of the situation quickly without having to wait for a contractor," he said.

Many of the park rangers in the course had operated a chain saw prior to the training but were not as familiar with newer, lighter, and smaller models.

Dorie Nicholson, park ranger, Elm Fork Project, commented on the size of the chain saws that are used today compared to those from just a few years ago. "I was surprised at how small and light the newer models were," she said.

"Prior to the training I had only used my father's older and extremely heavy model chain saw many years ago," she said.

"Don took the time to explain and ease us through the process, allowing us to feel the torque of the smaller machine before making our first cuts and then standing by while we tried several cuts and gained comfort in our operating techniques," she continued.

Bond commented on the objectives accomplished throughout the training. "The training was important on two levels. First, it educated employees not only on the proper, safe use of chain saws for Corps work, but it also trained them to properly oversee contract work. Second, it gave them valuable hands-on experience."

Bond talked about the successful execution of the training course. "It showed how the district utilizes resources within its own," he said. "Although the Safety Office could have put on the training we were able to find a highly-qualified, competent instructor right here in the district office who has years of hands-on experience to share with the trainees."

# Fort Worth team members shoot for par at annual golf tourney

**Story and Photo by Melanie Ellis**  
Fort Worth District Public Affairs Office

Gathering in Augusta, Ga., more than 900 miles away from here, some of the world's greatest golfers recently competed at the Masters Tournament for the coveted green jacket. But if you were in Flower Mound, Texas, on March 24 you would have seen the best the Fort Worth District has to offer competing for their own bragging rights, all jackets aside, at the Commander's Golf Tournament at Tour 18.

While rain was a factor in Augusta, a cold front welcomed golfers at the annual tournament. "After a very cool start, it turned out to be a great day," said Jimmy Rawlings, project manager, Design Branch.

Rawlings, along with Alain Bernier, assistant director, Architectural Engineering and Resource Center, and Karen Felker, program analyst, Programs and Project Management Division, served as the Commander's Golf Tournament Committee. "We start planning around December by putting out feelers to several local golf



**Which way did it go? Jimmy Rawlings, Design Branch, and Bill Boyle, Architectural Section, plan a course of attack during the Commander's Golf Tournament.**

courses to shop for the best prices," said Bernier.

The committee's planning efforts paid off as the tournament drew a large number of

golfers. "This year we fielded 142 out of 144 players," said Bernier. "That made 35 teams of four and one team of two."

Play started at 8 a.m. with a shotgun start and the 36 teams scattered. Different holes presented different opportunities for the players. Not only were the teams competing for first, second, and third place finishes, they were also competing for the longest and straightest drive, and closest to the pin.

As the teams came in, the first-place team reported a score of 56, with the second-place team posting a 61 and the third-place team a 62. Each team won a Corps castle trophy and a cash prize. First place received \$100 while second and third place teams took home \$75 and \$50, respectively.

As play wrapped up the players gathered in the clubhouse for a hamburger buffet and awards ceremony. "I felt the tournament was a success," said Bernier.

"I thoroughly enjoy seeing the families, friends, retirees, and the smiling faces that return each year who are just glad to be playing in the tournament," said Karen Felker.

## Do you have potential?

**Story by Jesica Napier**  
Emerging Leader

Some people have the potential to successfully lead other people to exceptional performance. Leadership potential is based on the strengths that exhibited in daily activities. Leadership ability is dependent on the capability to launch strengths and talents into action in diverse (and often uncomfortable) situations. If you have the potential to lead others, the Southwestern Division, U.S. Army Corps of Engineers has an "Emerging Leaders" Program for you, which crosses all functional areas and career programs.

The Emerging Leaders Program allows you to broaden your professional horizons through mentoring opportunities and shadowing senior leaders. This program offers opportunities to gain knowledge about your leadership qualities through self-evaluation and a combination of workshops and other training.

As a participant in the Emerging Leaders Program, I attended the Grapevine, Texas, USACE Emerging Leaders and Senior

Leaders Conference in August 2005. At the conference, I learned the importance of self-discovery and understanding, how to apply my talents and strengths to overcome the challenges in my life and career, and to use those talents to meet the goals of the Corps.

During my self-discovery journey at the conference, I read a book titled "Now, Discover Your Strengths" by Marcus Buckingham and Donald Clifton, and took an on-line interview called StrengthFinder. The book and on-line interview help people to identify their talents, build them into strengths, and benefit from consistent, improved performance. The StrengthFinder web-based interview analyzes your automatic reactions to approximately 180 questions and provides you with five signature themes. Once you know which of the 34 themes (such as Strategic, Responsibility, Significance, Consistency, or Competition) are your dominant strengths, you learn to leverage your set of talents for powerful results in your personal development, for your success as a leader, and for the success of the organization. I recommend this book and tool as a means to identify and understand your

talents (strengths) to become a skilled leader.

At the Senior Leaders Conference, I shadowed Kristine Allaman, a senior leader in the Corps. Allaman challenged me to step out of my comfort zone and provided me valuable advice and constructive criticism. I took the opportunity that she provided me and have gained confidence as a result. Allaman told me that her success in leading others has depended largely on her ability to be flexible enough to change her leadership style to meet the needs of her team. She has the ability to assess other people's talents to determine their leadership potential and coaches them to ensure their success.

After attending the conference, I have concluded that an effective leader is an individual who has the desire to maximize his or her talents and the tenacity to apply them in the most effective and consistent manner. My experience has inspired me to continue my personal and professional development with the intent to develop and apply my talents. Do you have the potential to be a leader of others? If so, participating in the Emerging Leaders program may help you on your journey.





# District *springs* into action

**Col. Steven Haustein  
Commander, Galveston District**

Team Galveston,

I like spring. It's the best season of the year. It sits right there between the cold winter and the hot summer that's coming. Bluebonnets line the highway. Birds sing a little sweeter. It's also a season of change and growth. Spring just rocks. So do you.

Whenever I reflect on what we do along the Texas coast, I am truly amazed. The impact that you have on the economic vitality of the nation cannot be overstated. I really hope that you have an appreciation for the importance of your work. I wish that your selfless service was more widely recognized by the citizens that we serve.

I had the pleasure of visiting our congressional delegation recently to discuss the Fiscal Year 2007 president's budget. Overall, we start the appropriations cycle in good health. Construction General and O&M accounts are slightly up from this year. However, General Investigations take a significant 60 percent cut with the Corps' intent to complete on-going work before increasing studies and new starts. During the hill visits, members clearly expressed their

appreciation for what we do and a desire to work with us to provide critical resources. I consider our delegation to be vital members of the team. Without their support, we would struggle to take care of all the requirements that we face.

As you probably know, our Hurricane Rita mission has essentially ended. We're going to complete the remaining work before leaving but we held a final press conference at the end of March to mark the six-month anniversary of the hurricane. At that press conference, I highlighted all that we had done to help the citizens of southeast Texas recover from this disaster: Texas channels all opened within six days of landfall; three million pounds of ice and 4.5 million gallons of water delivered to Points of Distribution; 289 power generators provided to critical infrastructure; 21,000 Blue Roofs installed; 3,300 families leased into travel trailers for temporary housing; and, 4.9 million cubic yards of debris removed. The numbers by themselves are impressive but they don't tell the whole story. The real story to me is the number of volunteers who responded to the call from across the Corps to help those in dire need after the storm and those that stayed behind that worked harder while folks were away from their day jobs. I can't say thank you enough for what you've done to help the folks in southeast Texas get back on their feet.

The Corps is about to launch a new method to make regular changes called Lean Six Sigma. You'll hear more about it soon. The Corps of Engineers is a dynamic changing organization. The number of change initiatives that blossom is a little overwhelming. Often, human nature meets change with reluctance, at least until the merits of the change are proven. Some previous changes have been slow to make things better and they make it that much more difficult for future changes to be accepted. Lean Six Sigma is a proven method to improve business processes. It's about working smarter. Ultimately, that translates to better service to our customers and wiser use of limited resources. I encourage you to learn about Lean Six Sigma, embrace it and join in with vigor whenever you can to make our business better.

In closing, I want to ask you for your best effort in executing the rest of our FY06 program. We're starting the third quarter now, which according to our schedule includes 60 percent of our fiscal year program. With hurricane season 60 days away, we can't afford to fall behind. I appreciate all that you do and I am absolutely honored to work along-side you every day of the year.

Essayons!

## District hosts environmental listening session

Under the direction of Col. Steve Haustein, Galveston District hosted its second Environmental Listening Session at the Jadwin building March 24.

"I believe it is important that we gain a better understanding of the interests of all the stakeholders that affect and are affected by the Galveston District," said Col. Haustein as he spoke to the assembled environmentalists. I believe it is important that we give you the opportunity to explain your organization's interests, how we affect those interests, and more importantly, how we can do things better to achieve our mutual interests."

Over 20 participants from various organizations and agencies, such as the Bayou Preservation Alliance, Galveston Bay Information Center, Legacy Land Trust and Texas Parks and Wildlife attended the session.

The audience, which included Corps division and office chiefs, "listened" along with the commander to ideas on how to better ensure the environmental and economic prosperity of the Texas Coast. Several participants thanked Haustein for being interested in other agencies' opinions and encouraged him to continue the yearly sessions.

# Little Rock adds 2 to senior executive team

## Hathaway heads District Engineering and Construction Division

Randy Hathaway has been named chief of Little Rock District's Engineering and Construction Division.

Hathaway replaces Ken Carter, who retired in March after 33 years of federal service.

In his new job, Hathaway will be responsible for civil works design and construction over a 35,000-square-mile area covering about half of Arkansas and the southern portion of Missouri. He will also direct engineering and construction support to military installations in Arkansas, as well as Army Reserve and recruiting offices for all branches of the military in the state.

Hathaway, who has 24 years of federal service, holds a Doctorate in Business Administration with a major in Management from Argosy University as well as

Bachelor's and Master's degrees in Civil Engineering from the University of Arkansas. He is a graduate of the Army Management Staff College.



He is a Registered Professional Engineer with the state of Arkansas and a certified

Project Management Professional with the Project Management Institute. He was also founder of the PMI Central Arkansas Chapter. In 2001, Hathaway received the USACE-wide Civilian of the Year Award.

Randy and his wife, Karen, have two children, Kristin and Caleb. He enjoys playing golf in his spare time.

## Bass named as new chief of Operations Division

Lee Bass has been named chief of Operations Division in Little Rock District.

Bass replaces Mike Miller, who retired in January after 33 years of federal service.

In his new job, Bass will serve as the principal technical advisor and consultant to the District Engineer for the operations and maintenance program for navigation, flood control, recreation, natural resources management, and hydropower production.

He will manage water resources infrastructure worth \$6.5 billion, including 13 locks and dams on the Arkansas River, 12 multi-purpose dams and lakes, seven hydroelectric powerhouses and 178 public parks and recreation areas that log more than 30 million visits a year. The district operations and maintenance budget averages more than \$80 million annually.

Bass has 32 years of federal

service with the Corps. Prior to being selected for the new post, he was assistant chief of Programs and Project Management Division in Little Rock District.



Bass holds a Bachelor's degree in Civil Engineering from the University of

Arkansas and has completed post graduate courses from the University of Arkansas, University of Denver and University of Santa Clara. He has pursued various leadership and managerial studies.

He and his wife Agnes, have one child, Timothy. The couple is active in the Catholic Church and various volunteer organizations.



## Moody Cash Cab

Debbie Moody, a budget analyst in Little Rock District's Resource Management Office, recounts how she unexpectedly wound up on a Discovery Channel game show called "Cash Cab." She and two friends, who were on a previous assignment together in Japan, recently reunited in New York City. While they were eating at a restaurant in Times Square, they were approached by staff of the show and were unexpectedly tricked into playing. They won \$450. Seated in the Cash Cab from the left are Moody, Toma Rusk, and Kim Twigg.



# Little Rock and Tulsa districts team up to inform small businesses

U.S. Rep. Vic Snyder hosted a Feb. 24 conference to help small and disadvantaged businesses in central Arkansas learn to do business with the federal government. Little Rock District was a key player in the day-long event at Philander Smith College in Little Rock.

"There are lots of opportunities out there for small businesses to work with the federal government," Snyder said. "We want Arkansans to have the best possible chances at being awarded those contracts."

More than 20 federal and state agencies addressed the audience of nearly 300 business owners and professionals. Tracey Pinson, director of the Army's

Office of Small and Disadvantaged Business Utilization, moderated the event.

The day included a panel discussion and presentations on procurement opportunities by federal, state and private business representatives. There was an 'agency expo' and one-on-one meetings between business owners and agency officials.

Representatives from Little Rock District's Contracting Division and Small and Disadvantaged Business Utilization Office helped educate the attendees. Among them was Sandra Easter, Contracting Division chief, who briefed Fiscal 06-08 Regional Advanced Planning Contracting Opportunities. Easter, A.J.

Brown and Shirley Bruce also met in one-on-one sessions with interested construction, supply and service firms.

"Small business outreach efforts such as this and the Tulsa/Little Rock Small Business Symposium in April are huge investments in the success of prospective contractors anticipating and preparing to meet customers' needs," Easter said.

"These forums are not only important to the small business community, but they are equally important to the Southwestern Division region because they help contractors gain a regional perspective of contracting opportunities."

## Pacesetter Points

### Congratulations

**Dolan Dunn**, Galveston District, has been selected as the new Chief of Planning, Environmental and Regulatory Division. Dunn brings with him over 32 years of experience in the Galveston District. He has served in multiple capacities during his distinguished career, including assignments in Operations and Maintenance Division, Environmental Branch Chief, and most recently as the Chief of Regulatory Branch.

Little Rock District's **Dana Needham** and Tulsa District's **Shawneen O'Neill** are participating in this year's Planning Associates Program. In March, the group met with Lt. Gen. Carl A. Strock and Brig. Gen. Don T. Riley while visiting Washington D.C.

**Eldon Cooper**, an electrician at Bull Shoals Powerhouse and a member of the Arkansas Army National Guard, was direct commissioned to the rank of second lieutenant in April. Prior to this, his rank was sergeant first class. He has been a member of the Arkansas National Guard for 11 years.

### Outreach Activities

**Debby Flauta**, volunteer receptionist for the Russellville (Ark.) Project Office, has organized a 21-person relay team at the project office to participate in the American Cancer Society's May 5 Relay for Life. The team's goal is to raise

\$2,500. The relay will be held in the district's Old Post Road Park. The Pope/Yell County relay is the second largest in Arkansas. Last year \$186,000 was raised by 134 registered survivors and 980 registered participants.

### Retirements

**Ken Carter**, chief of Little Rock's Engineering and Construction Division, retired in March after 33 years of federal service. Carter began his career with Little Rock District in 1973 as a structural engineer in



**Ken Carter**

Design Branch. He served in several technical and leadership positions in the district prior to becoming E&C chief in August 2004.

**Mike Miller**, chief of Little Rock's Construction and Operations Division, retired in January after more than 32 years of



**Mike Miller**

federal service. Miller started work with the Corps in 1974. During his career, he not only served in Little Rock District, but he has also served in Fort Worth, Vicksburg, and Mobile districts and South Atlantic Division.

**Joe Martinez**, a mechanical engineer in Little Rock's Design Branch, retired in March. He had 23 years of federal service, part of which was spent in Fort Worth District. During his career, Martinez worked on several complex projects at Pine Bluff Arsenal, many of which are critical to the disposal of hazardous chemicals and weapons at the arsenal.

**Scott Willis** retired in January after 35 years of federal service, including 3 years of military service. At the time of his retirement, he worked in Reservoir Control, though he had previous assignments in Planning Division, and the Hydraulics Branch of Engineering Division.

### Family matters

**Glenn Proffitt** of Little Rock's Operations Division, his wife, Amanda, and their daughter, Emily, announced the birth of Zachary Reed Proffitt. Zachary was born March 13 at St. Vincent Doctor's Hospital and weighed 7 pounds, 14 ounces.

### Condolences

Kyle Adams, 17, son of **Ken Adams**,

## **Pacesetter Points**

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small business coordinator for Galveston District, passed away from injuries sustained in an automobile accident in March. Visitation was held at Scott Funeral Home in Alvin, Texas, March 28, and a memorial service took place at Santa Fe High School, where he was a student and top-athlete.

Thomas H. Bell, the father of **Dan Bell**, a powerplant operator at Little Rock District's Mountain Home Project Office, passed away in February.

Ahmod Jermaine Brown passed away March 4. The 3-month-old was a grand-nephew of **Shirley Bruce**, project manager and deputy of small business in Little Rock District. The infant died from injuries sustained in an automobile accident.

Wayne Kenneth Carter, the namesake uncle of **Ken Carter**, recently retired chief of Little Rock's Engineering and Construction Division, passed away Feb. 21.

Rose Morgan, the mother of **Ethel Evans**, an administrative assistant at Little Rock's Russellville Project Office, passed away Feb. 28.

Alice Hensley, the mother of **Troy Hensley**, an information planner in Little Rock's Information Management Office, passed away Feb. 13.

**Cheryl Jasper's** brother John W. Groth, Jr., passed away March 15 after a short, but painful battle with pancreatic cancer. Cheryl Jasper works for the Fort Worth District Planning, Environmental and Regulatory Division.

B. Brown, father-in-law of **Randall Smith**, passed away in February. Smith is a powerplant operator at Little Rock's Mountain Home Project Office.

Travis Wedgeworth, the father of **Jon Wedgeworth**, resident engineer of the Clearwater Construction Resident Office, passed away Feb. 13.

Carl Woodards, brother of **Bob Woodards**, logistics chief, Fort Worth District, passed away March 19.

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